

ENVIRONMENT & ENERGY OFFICE

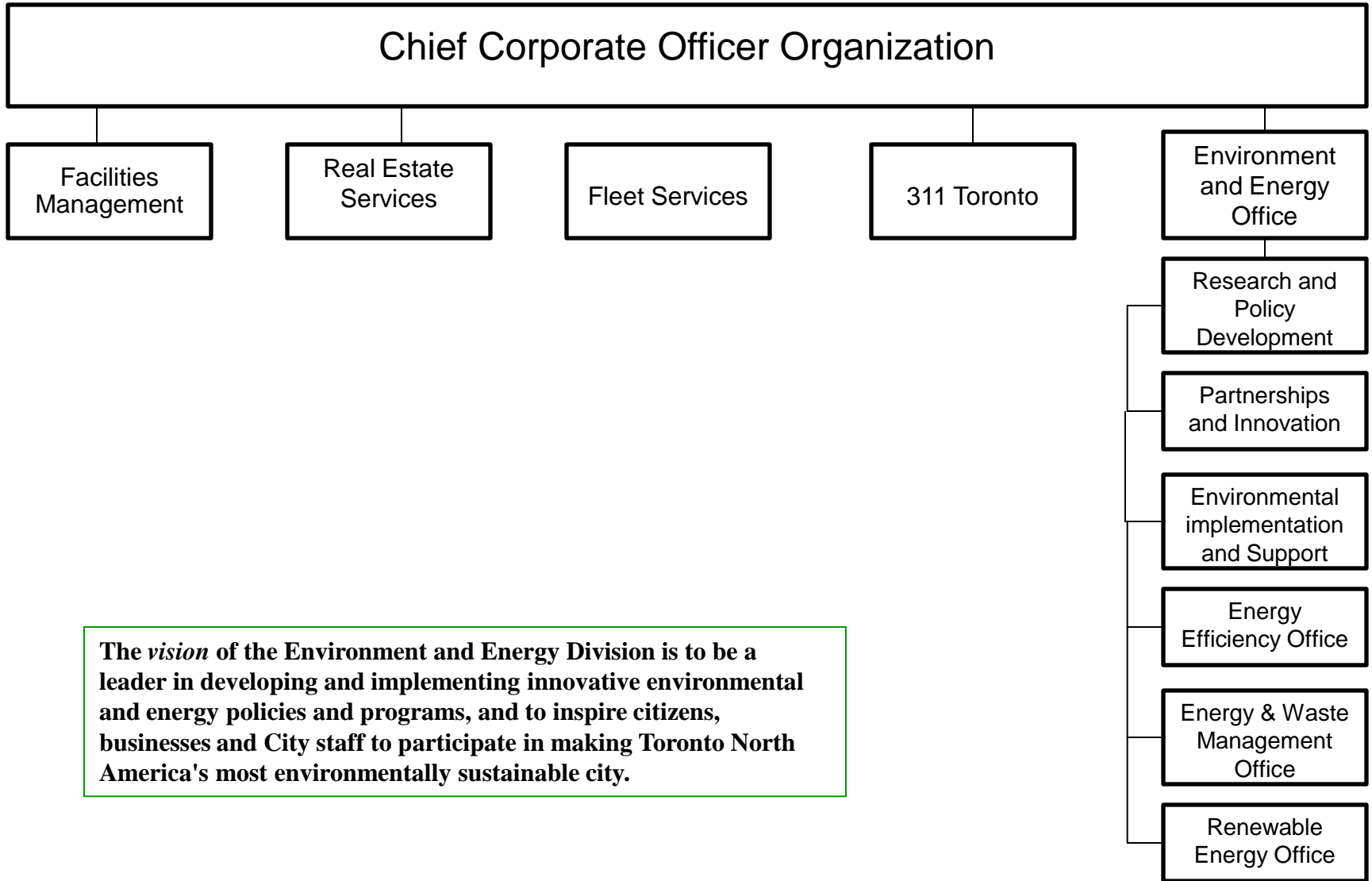
Service Level Review

September 16, 2013

Agenda

1. Program Overview
2. Service Review
3. Priority Actions
4. Issues, Challenges & Potential Solutions

Program Map



The *vision* of the Environment and Energy Division is to be a leader in developing and implementing innovative environmental and energy policies and programs, and to inspire citizens, businesses and City staff to participate in making Toronto North America's most environmentally sustainable city.

Program Overview

- 2013 Approved Operating Budget : \$42.3 million gross and \$22.3 million net. 2013 Capital Budget \$28.4 million.
- Develop, implement, monitor and report on the Sustainable Energy Plan capital program
- Manage all aspects of energy supply and consumption on behalf of participating City divisions
- Implement programs and projects that promote energy efficiency and energy conservation across the city to reduce: (i) operating costs, (ii) the impact on electrical infrastructure and, (iii) the environmental footprint
- Develop and implement programs and services that foster action and increase awareness on environmental issues and their implications
- Inform City Divisions, City Council and the public of the challenges and solutions required respecting air quality and climate change
- Prepare regulatory emissions reports on behalf of the City
- Leverage energy and environmental programs offered by other levels of government in partnership with ABCD's and 3rd parties, to the environmental and economic benefit of the City. Examples include:
 - Feed-In Tariff Program - \$16M in Solar PV installations in partnership with Toronto Hydro
 - saveONenergy Program – Maximizes energy efficiency savings through Provincial incentive programs
 - Demand Response (DR3) - \$15M in capital retrofits to enrol facilities in the program, generating revenues and reducing energy demand
- Manage the Renewable Energy investment portfolio, including evaluation, construction and reporting
- Manage an energy and operating cost management program through an energy equipment renewal program including audits, retrofits and reporting.
- Implement and maintain "No Waste" Waste Management Programs in City Buildings to meet City's waste diversion targets

Staffing Complement

Environment & Energy Office	FTE COUNT
2013 Approved Operating FTE	59.3
2013 Approved Capital FTE	0
Total	59.3

Environment and Energy Office

Key Service Levels:

Activity	Service Levels			
	2011 Actual	2012 Actual	2013 Projection	2014 Proposed
Complete 10 Energy Audits and Building Retrofits 1% Energy Reductions	1.8%	7.8%	2.8%	5.6%
Divert >=70% of waste	84%	85%	85%	85%
Emissions Reporting Compliance 100%	100%	100%	100%	100%
Target: 10 Renewable Energy Installations	0	0	10	15

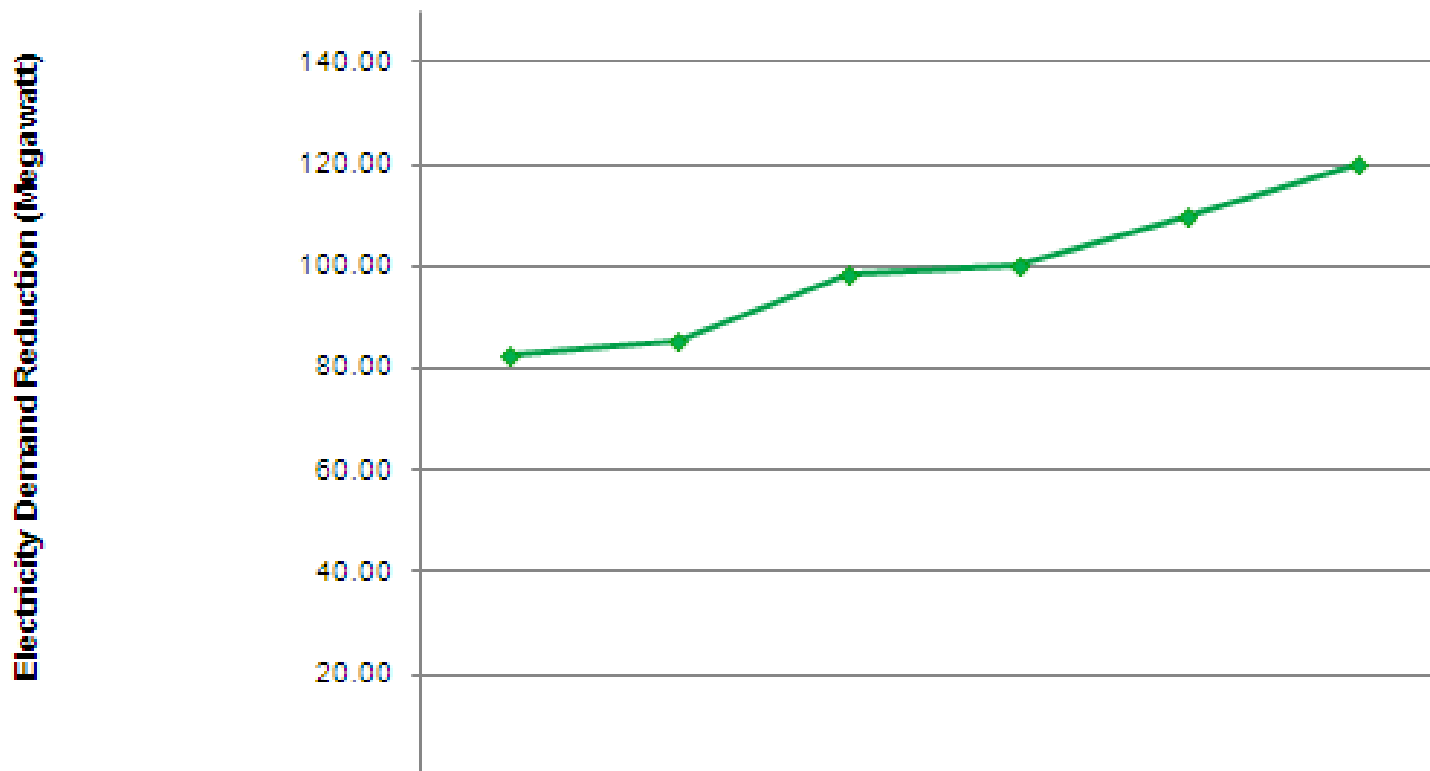
The goals of the Environment & Energy Office include the creation of economic value, increasing the robustness of the energy supply infrastructure and the reduction of the City's environmental footprint.

Performance Measures

Environment and Energy:

- Cumulative Reduction in Demand for Electricity (Megawatt)
- Cumulative energy portfolio savings (\$)

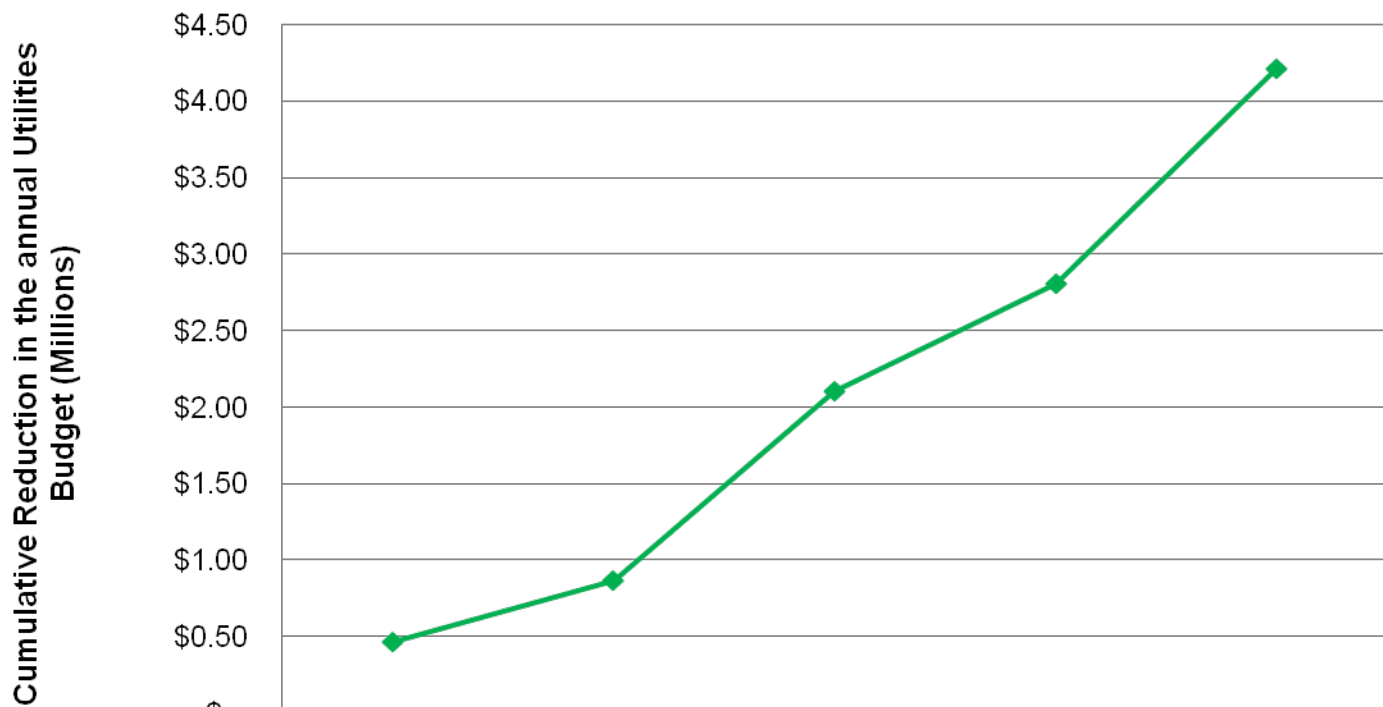
Cumulative Reduction in Demand for Electricity (Megawatt)



	2010 Actuals	2011 Actuals	2012 Actuals	2013 Projection	2014 Proposed	2015 Proposed
Electricity Demand Reduction (Megawatt)	82.63	85.62	98.72	100	110	120

Every 5MW reduction in demand is equivalent to the demand of a new 40-story condominium tower.

Cumulative Energy Portfolio Savings(\$)



	2010 Actuals	2011 Actuals	2012 Actuals	2013 Projection	2014 Proposed
Cumulative Reduction in Utilities Budget (Millions)	\$0.46	\$0.86	\$2.10	\$2.81	\$4.21

Priority Actions

- Create a 5 year Environment & Energy Strategy for the City
- Continue to implement the Toronto Sustainable Energy Plan to address critical energy issues faced by corporate and community partners
- Continue energy efficiency building retrofits
- Ensure waste diversion rates are maintained and exceed City targets of 70%
- Work with ABCD's & external partners to implement environmental programs across the City
- Advocate on behalf of the City to raise awareness of climate change and its impact
- Provide outreach programs to city residents to enable their participation in the achievement of City goals
- Manage the various capital programs geared to energy reduction and revenue generation.

Issues & Challenges

- New financing model not yet fully developed and implemented.
- Matching energy retrofits with SOGR and new construction at City facilities to minimize costs and service disruptions
- Engagement of internal and external stakeholders in environmental initiatives
- The ability to attract and retain skilled people.

Potential Solutions

- New financing model not yet fully developed and implemented.
 - ✓ Develop a 5 year strategic Environment & Energy Plan
 - ✓ Develop a model that sets guidelines and parameters to evaluate and implement capital project opportunities within the Sustainable Energy Plan
 - ✓ Develop standards for monitoring and reporting on results from energy projects implemented
- Matching energy retrofits with SOGR and new construction at City facilities to minimize costs and service disruptions
 - ✓ Improve communications with Facilities Design and Construction and other units implementing SOGR and new construction projects to ensure all energy efficiency measures are considered in retrofits or new builds
- Engagement of internal and external stakeholders in environmental initiatives
 - ✓ Develop strategies to increase customer engagement, improve marketing and sponsorship by leveraging expertise in the TEO
- The ability to attract and retain skilled people.
 - ✓ Incorporate a people plan element into the 5 year strategic Environment & Energy Plan.